

<p>Strategic Goal #4: Develop techniques and/or programs that will maximize Ex-Im Bank's support for U.S. exports by leveraging Ex-Im Bank's resources.</p>
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Annual Performance Goal 4.1: In FY2001, evaluate the effectiveness of new initiatives designed to enable the private sector to share the risk associated with Ex-Im Bank deals.

Measure:

Data Source:

Authorization and program budget data from Ex-Im Bank's accounting system and risk participation information from the placement/offering circular and/or reinsurance policy

Baseline:

Ex-Im Bank's current medium-term and long-term programs provide 100% cover on 85% of an export sale. The 15% uncovered portion is paid for by the buyer, financed by the exporter, or financed by the lender. It is expected that the new initiative will, on a programmatic rather than deal-by-deal basis, reduce Ex-Im Bank's risk by 10%.

Verification and Validation:

Any risk sharing transaction done with the capital markets or reinsurance sector would require a comprehensive due diligence process, including rating agency and legal opinion, as evidenced in a published placement/offering circular and/or reinsurance policy.

Means and Strategies:

2001 Strategies

Ex-Im Bank will evaluate the effectiveness of the risk-sharing vehicle and recommend changes to the structure to increase the private sector risk participation.

Means

Human Resources:

The running of this initiative will require 2 staff from the Chief-Financial Officer's office. The effectiveness evaluation will require a total of 4 staff working ½ of one year from the following offices: Chief Information Office, Office of the General Counsel, Policy and Planning Division, and Chief Financial Office.

Program Budget:

While not the primary intent of the risk-sharing program, this project could have the impact of increasing the amount of new authorizations Ex-Im Bank can leverage with a given level of subsidy budget authority. The magnitude of the impact is likely to be small.

Administrative Budget:

The administrative costs of running and evaluating this project would be funded out of Ex-Im Bank's regular administrative budget.

Technical Resources:

Ex-Im Bank will use existing computer and management information systems, with the addition of certain customized analytical reports, to achieve this goal.

External Factors:

- Factors affecting the private sector's appetite will impact the feasibility, timing and structure of any risk-sharing vehicle. Such factors include:
 - Volatility in the capital markets, and
 - Political and economic stability in particular countries.

The more stable the capital markets and the individual countries, the more likely this structure will be attractive.

Annual Performance Goal 4.2: Develop and implement an e-commerce strategy to improve case processing efficiency and reach out to new customers.

Measure:

Data Source:

A printed report of Ex-Im Bank's e-commerce strategy

Baseline:

Ex-Im Bank has been using the Internet for distribution of information and marketing, but has not used it for e-commerce initiatives. This strategy will outline a business plan for aggressively using the Internet to reach out to customers and perform on-line processing.

Verification and Validation:

Ex-Im Bank will hire a consultant to help prepare an e-commerce strategy. The consultants will be required by contract to produce an e-commerce strategy meeting certain criteria.

Means and Strategies:

2000 Strategies

- Hire a consultant to help Ex-Im Bank develop its e-commerce strategy

- Form a special committee to initiate and incubate e-commerce initiatives
- Develop and implement, on a pilot basis, key e-commerce projects as proof of concept initiatives

Means

Human Resources:

The Chief Information Officer has a staff of 35 FTEs all engaged in information management and technology projects including hardware maintenance, security, systems maintenance, and system development. In addition, the CIO makes use of outside contractors to manage the Bank's network and provide technical expertise on projects reaching beyond the current skills of the staff. By teaming Ex-Im Bank CIO staff with outside experts, Ex-Im Bank hopes to develop the "web skills" of the permanent staff.

Program Budget:

None

Administrative Budget:

The CIO has an administrative budget of \$7,797,200 for contract costs and \$15,000 for travel. The contracting costs include charges for Ex-Im Bank's mainframe systems that are maintained by Sungard in New Jersey, as well as for network maintenance contractors, and special project contractors (such as for the Insurance Automation project described in annual performance goal 3.3). The travel costs are for trips to increase staff expertise on current technology and to evaluate systems and software that might be useful in enhancing Ex-Im Bank's processing abilities. The specific costs for the e-commerce initiative outlined in this goal will be minimal and will be spent primarily on contracting costs for procuring expertise.

Technical Resources:

Minimal additional hardware and software will be necessary for this project.

External Factors:

- The pace at which technology changes international business will affect the successful achievement of this goal. Many of Ex-Im Bank's initiatives will use technology to reach out to users. If access to and use of technology by small US exporters and foreign buyers does not move apace with Ex-Im Bank's use of technology, Ex-Im Bank may not be able to serve as many needy customers.

Annual Performance Goal 4.3: Improve Ex-Im Bank's human resource processes through recruitment and retention of highly capable and committed staff with the skills and abilities to use state of the art information and communication systems to enhance US exporter competitiveness.

Measure:**Data Source:**

Information from the human resource processing system

Baseline:

Employment Characteristics of Ex-Im Bank's Employees				
As of Fiscal Year End	FY96	FY97	FY98	FY99
<i>Permanent Assigned FTEs</i>	398	383	375	373
<i>Average Salary</i>	\$57,051	\$60,529	\$62,055	\$64,963
<i>Average Length of Service</i>	13.9	14.5	14.5	14.5
<i>Number of Senior Employees (twenty-five or more years)</i>	65	76	80	83
<i>New Permanent Employees (< One Year)</i>	3	10	19	16

* preliminary

Verification and Validation:

This data is all from OPM's Central Personnel Data File (CPDF) and is obtained from the OPM website for FEDSCOPE. This data is accessible to everyone and is thus an appropriate source for data.

Means and Strategies:**2001 Strategies**

- Recruit for an Ex-Im Bank Associates Program class of 10-12 new employees recruited at the GS-7/9 level to enter into a one-year training program to prepare them to assume full-performance positions.
- Train new and current staff in the interpersonal communication skills, customer services techniques, the latest computer technology, and creative problem solving strategies to achieve enhanced process management and service delivery.
- Refine the performance management process to ensure that it contributes to the development of a capable and committed staff with clear goals and performance requirements in support of the exporter community and American industry. Establish a sense of mission and purpose for every employee that emphasizes his or her entitlement to a job that makes a difference to the Bank and its customers. Develop clearly defined position descriptions for each employee, properly graded for compensation purposes, and aligned in support of the Bank's customers.
- Broaden the scope of the Management/Leadership Development Program to encourage the development of self-management and individual leadership skills at all levels of the organization. Empowering each employee to meet and exceed

performance expectations will result in improved service delivery at each critical customer contact moment.

- Continue efforts to train supervisors to be proactive in the resolution of performance problems as early as possible. Early identification and a proactive response will result in the positive resolution of performance problems so that the employee can quickly resume making positive contributions to the Bank's customer service goals.
- Seek early out retirement authority from OPM to continue the process of aligning skills with current Bank requirements. The changed focus from sovereign deals to working high volume business with small and new business exporters has significantly changed the Bank's customer base and the nature of the work. Recruiting for employees with skills sets to meet these demands requires the creation of additional opportunities through the selective separation of employees not interested in making the transition to the new form of business.

Means

Human Resources:

The Human Resources office has a staff of 9 devoted to pursuing this goal. In addition, each supervisor/manager is expected to implement and administer the philosophies incorporated in this goal.

Program Budget:

None

Administrative Budget:

The Human Resources Office has a travel budget of \$16,065 for recruitment trips and the Training Office has a budget of \$650,000 for employee training.

Technical Resources:

Ex-Im Bank will use existing computer and management information systems, with the addition of certain customized analytical reports, to achieve this goal.

External Factors:

- Competition from the private sector will impact Ex-Im Bank's ability to hire and retain qualified. In a time of high salary potential in the private sector, it will be a challenge to find skilled individuals who are excited by challenges and interested in making a difference in the US government and the world of export finance.